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Secretary of Defense Proclaims 'Human Goals' To Improve Career Military, Civilian Ideals

'HUMAN GOALS'

Our nation was founded on the principle that the individual has infinite dignity and worth. The Department of Defense, which exists to keep the nation secure and at peace, must always be guided by this principle. In all that we do, we must show respect for the serviceman and civilian employee as a person, recognizing his individual needs, aspirations, and capabilities.

The defense of the nation requires a well-trained force, military and civilian, regular and reserve. To provide such a force we must increase the attractiveness of a career in Defense so that the serviceman and the civilian employee will feel the highest pride in himself and his work, in the uniform and the military profession.

The attainment of these goals requires that we strive —

— To attract to the defense service people with ability, dedication, and capacity for growth;

— To provide opportunity for every one, military and civilian, to rise to as high a level of responsibility as his talent and diligence will take him;

— To make military and civilian service in the Department of Defense a model of equal opportunity for all regardless of race or creed or national origin, and to hold those who do business with the Department to full compliance with the policy of equal employment opportunity;

— To help each serviceman at the end of his service in his adjustment to civilian life; and

— To contribute to the improvement of our society, including its disadvantaged members, by greater utilization of our human and physical resources while maintaining full effectiveness in the performance of our primary mission.

People Are Our Most Important Asset
—Secretary of Defense Laird

New emphasis must be given to the individual, Secretary of Defense Melvin R. Laird said Aug. 18 as he disclosed a set of human goals to increase the attractiveness of a career in the Department of Defense.

Speaking in Philadelphia at the Veterans of Foreign Wars Convention, Secretary Laird said, "The defense of the nation requires a well-trained force, military and civilian, regular and reserve."

Following are excerpts from his speech:

It is the importance of people — the importance of the individual — that is the theme of my remarks to you this evening. I intend to use this forum to announce a new set of human goals which I will promulgate to all elements of the Defense Community.

When I speak to the Veterans of Foreign Wars on this

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Troops in the Republic of Vietnam talk with Secretary of Defense Laird during his recent visit.

'Human Goals' Established to Improve Status

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subject, I know I have a receptive and responsive audience.

This organization cannot rest on the laurels of past accomplishment, and I know you do not intend to slow down any of your activities. There is a new generation of veterans. Already, 3 million men who served in the armed forces during the war in Vietnam have returned to civilian life. It is vitally important that those who have fought in perhaps our most difficult war not be forgotten. They will add strength and vigor to veterans' organizations — these young men who have fought for us with bravery and devotion, perhaps sometimes wondering whether their countrymen cared about the cause for which they were called on to risk their lives. No war is easy for those who are in it, but it takes a special brand of determination and more than ordinary morale for fighting men to carry on when some influential and articulate voices at home belittle their efforts and the cause for which they have seen their comrades die.

For as long as our nation sends men to Vietnam, we must let these men know that they have the nation's support, esteem and gratitude. As they return to civilian life, we must see that they receive whatever help they need to enable them to live in dignity and to match in civilian life the contribution they made to their country while in Service.

For this purpose President Nixon has appointed a Committee on the Vietnam Veteran. I am privileged to serve on this Committee which is headed by Don Johnson, the able new Administrator of the Veterans Administration. When we offer our recommendations for improvement in veterans benefits, I am confident they will deserve and receive the enthusiastic support of the VFW.

When I became Secretary of Defense in January, I found my "in-basket" full of urgent problems — Vietnam . . . Korea . . . cost overruns and delays in procurement . . . ROTC . . . shortages and obsolescence of equipment not directly related to the war in Vietnam . . . the development of new weapons and equipment . . . deterioration in our relations with some of our military allies . . . arms limitation talks . . . dissatisfaction with the selective service system. I stop at this point because I've run out of breath, not because I've run out of problems.

Of all the problems facing the Department of Defense, the most difficult may be the maintenance of a strong defense posture in the future. It is a challenge which I willingly accept. After World War II, the nation allowed its military strength to recede below the level of adequacy. This Secretary of Defense does not intend to preside over a re-run of that experience. The size and the quality of the armed forces, however, are not determined by the President or the Secretary of Defense alone. The nation's security will be assured only if an informed and concerned majority of the American people demand an adequate defense posture. And this points to another task for the VFW and similar organizations for the future.

After Vietnam, there will be pressures — even now apparent — against the maintenance of sufficient military strength.

Even now there are irresponsible attacks on the military profession. An active campaign is being waged against the ROTC. Young men are being urged by some to resist the draft. Distorted analyses of defense costs appear in print and in speeches. These are indications of the pressures that may make it more difficult to recruit qualified personnel for the armed forces and to secure the funds needed for national security.

We in the Department of Defense have spent a lot of time in self-examination and self-criticism in the past few months in an effort to detect and remedy any shortcoming within the Department that may hinder the recruitment and retention of able people.

Let me tell you about some of the important conclusions we have come to. Our studies show that improvement is needed particularly in the handling of junior officers and enlisted personnel. Most of the young men we receive are well educated and highly motivated, full of ambition, full of energy. We must see that the treatment they receive does not frustrate their ambitions or waste their energies. We must show them that loyalty and respect among military ranks are a mutual, not a one-sided, relationship — extending downward as well as upward. We must cultivate and train these young men for leadership. We must provide them with adequate compensation and personalized career development. Above all, we must make them feel that they are important people doing important jobs.

The weaknesses which we found in the Department of Defense are neither new nor uncommon. They are characteristic of mammoth organizations — in business, in labor unions, even in our schools. One of the justified complaints of students in large universities is that they get lost in the crowd, forgotten and ignored.

In big organizations it is easy for the individual to become a cog in an impersonal machine. It is easy to become so bemused by the organization chart or the computer or the weapons system or the cost effectiveness calculus that one forgets about the human beings by whom and for whom these things are produced and used. It is easy to slip into an inflexible bureaucratic routine without ever pausing to see the deadening impact of this routine on initiative, innovation, and leadership. It is easy to centralize the power to make decisions and the power to spur action at the top of a large organization and, in the process, to stifle the bright ideas and the restless energy of the people down the line.

The most important conclusion which we have reached is that we must give new emphasis to the importance of the individual. People are our most important asset. We know that, and we must give practical application to this truth throughout the Department of Defense.

The first step is to articulate clear and specific objectives. As I indicated in my opening comments, I am taking advantage of this forum to announce today a set

of human goals which it will be the policy of the Department of Defense to pursue.

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To help each serviceman at the end of his service in his adjustment to civilian life; and

To contribute to the improvement of our society, including its disadvantaged members, by greater utilization of our human and physical resources while maintaining full effectiveness in the performance of our primary mission.

There is much that we are doing at the present time to give life to these objectives from top to bottom in the Department of Defense.

In the six months during which I have served as Secretary of Defense, I have seen to it that military leaders are neither ignored nor bypassed in any matter on which their views should be received. It is simply foolhardy not to make maximum use of the great talent, wisdom, and experience available through the Joint Chiefs of Staff and within the Services. Civilian control has not been diminished. The advice of the military, though not always followed, is always given a full and respectful hearing.

I have begun also to decentralize authority within the Department. The Services are assuming greater responsibility, because the Office of the Secretary of Defense no longer makes the decisions that can be left to the Army, Navy, or Air Force Secretaries. This will strengthen civilian control.

While touring U.S. installations in Japan, Deputy Secretary of Defense David Packard stops to talk with a serviceman at the 20th Casualty Unit, Yokota Air Base.

One of my major concerns has been the 1300 servicemen missing in action or held prisoner in Southeast Asia. I have pressed for compliance with the Geneva Convention on the part of North Vietnam and the Vietcong. This Administration has called for the names of those being held as prisoners, for the immediate release of the sick and injured, neutral inspection of prison facilities, and the free flow of mail between prisoners and their families. I salute the brave wives of these men — four of whom are here tonight — and their children and parents who live in uncertainty. We must and will continue our determined efforts on behalf of these men and their families.

I have established a new agency — the Domestic Action Council — headed by Assistant Secretary of Defense Roger Kelley to give direction and urgency to our efforts to assist in solving domestic problems. A wide range of activities is going forward in this field including the use of military facilities for educational and recreational programs for disadvantaged young people. This summer we have given employment to 48,000 youngsters, most of them from poor families.

Under a program called Project Transition, with the cooperation of government agencies, industry, and labor, we are endeavoring to give outgoing servicemen help they need to make a smooth transition to civilian life, including job training in civilian occupations.

I have touched only a few of the high spots in a program inspired by our recognition of the importance of

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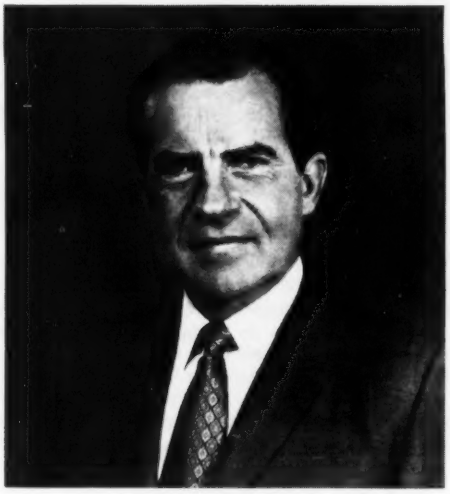
*'Long Live Romanian-American Friendship' — President Nixon

'Traiascia Prietenia Romano-Americana'*

President Nixon's reception by the people of Romania during his August 2-3 visit was, in his own words ". . . the most moving experience that I have had in traveling to over 60 countries in the world, . . ." and his discussions with President Nicolae Ceausescu frank and fruitful. Excerpts from his remarks made during that visit are presented below.



President Nixon

I believe that if human beings can reach the moon, human beings can reach an understanding with each other.

This is an historic occasion. While this is not my first visit to your country, it is the first visit of a President of the United States to Romania, the first State visit by an American President to a socialist country or to this region of the continent of Europe.

Mr. President, this significant moment in the history of relations between our two countries coincides with a great moment in the history of the human race. Mankind has landed on the moon. We have established a foothold in outer space. But there are goals that we have not reached here on earth. We are still building a just peace in the world. This is a work that requires the same cooperation and patience and perseverance from men of good will that it took to launch that vehicle to the moon.

I believe that if human beings can reach the moon, human beings can reach an understanding with each other.

Understanding Each Other

If we are to make progress in this lifetime effort, we must see the world as it is — a world of different races, of different nations, of different social systems — the real world, where many interests divide men and many unite them.

Our meetings represent, I am sure, the desire of the Romanian people and the American people that we do not allow our differences to prevent a deeper understanding of our national points of view. Yours is a European country and your most direct concern is, therefore, with the

security of this continent. I come from another continent, but from a country that twice in this century has shed the blood of its sons in the pursuit of that European security.

We are prepared to do our part, also, in this era of negotiations so that all in Europe can pursue the fulfillment of their just aspirations for a better life, free

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from the fear of war or threats of war, and in constructive cooperation with others, near and far.

Let us agree at the outset to be frank with each other. Our differences are matters of substance; indeed, no nation's range of interests are identical to any other nation's. But nations can have widely different internal orders and live in peace. Nations can have widely differing economic interests and live in peace.

The United States believes that the rights of all nations must be equal, but we do not believe that the character of all nations must be the same.

My country has already undertaken new initiatives to reduce the tensions that exist in the world. We stand ready to respond firmly and positively to sincere and concrete initiatives that others may take. Every nation, of whatever size and whatever region of the world, will find us receptive to realistic new departures on the path to peace.

The purpose of your invitation, Mr. President, and the purpose of my visit here, is to improve communications between our two nations. This is a useful and a peaceful purpose.

* * *

When I arrived, I spoke of a cause very close to the hearts of the American people, the cause of a just peace, a peace among peoples of differing races and differing beliefs about the nature of man and of God, a peace among nations of different interests and vastly different social systems.

Of this one thing we are sure: We know mankind cannot build a just and lasting peace until all nations recognize and respect the sovereignty and rights of other nations, large and small. There are great similarities between the United States and Romania, but as I have mentioned, there are also great differences. Our political and social systems are different. Our economic policies are different. We do not share each other's views on many issues about the nature of our world and the shape of the future. But having mentioned the differences, let us look at some of those areas where we agree.

Ensuring Security, Independence

Both Romania and the United States are members of the family of nations, and we both enjoy the rights of all nations. Each of us wishes to preserve its national institutions and to advance the economic well-being of its own people. Each of us seeks peaceful solutions to international disagreements; each believes in better understanding and greater communication between those who disagree — and that is why these meetings are being held.

Mr. President, your country pursues a policy of communication and contact with all nations — you have actively sought the reduction of international tensions. My country shares those objectives.

We are seeking ways of ensuring the security, progress, and independence of the nations of Asia, for, as recent history has shown, if there is no peace in Asia, there is no peace in the world. My country will bear the proper share of the burdens in that part of the world.

In Europe, we are prepared to consider all concrete and promising possibilities of removing tensions. We favor

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negotiations on disputed issues — not just for the sake of negotiations, but for the sake of resolving the disputes in order to improve the existing situation and advance the security of all nations.

We are prepared to negotiate seriously on the crucial and complex problem of strategic arms, and will consider any arrangement that equitably protects the security of all concerned while bringing the qualitative and quantitative growth of arsenals under control.

The End Goal — Peace

We seek a stable peace in the Middle East, a peace in which all the countries of the region, and those outside of it, can repose confidence — and a peace which no one, whether inside the region or outside, will seek to exploit for narrow purposes. . . .

We are flexible about the methods by which peace is to be sought and built. We see value neither in the exchange of polemics nor in a false euphoria. We seek the substance of détente, not its mere atmosphere.

We seek, in sum, a peace not of hegemonies, and not of artificial uniformity, but a peace in which the legitimate interests of each are respected and all are safeguarded.

Secretary of Defense Laird Cites Personal Pride of Individuals

Secretary of Defense Laird spends a noon hour dining with servicemen and women at Fort Myer, Va.

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people. We are doing much. We shall do more as time goes by.

To make this program fully effective, however, we have to intensify our effort and surmount many obstacles. I'd like to mention just a few of the problems we face because you in this audience can help us in coping with some of them.

In the new pay legislation which we will submit to Congress in the near future, we intend to remove the financial hardship that many military families now suffer. President Nixon in his "New Federalism" speech proposed that federal payments be made to families whose income is below certain levels. Many people do not realize that the military compensation of at least 50,000 servicemen with dependents falls below these levels although many of their families undoubtedly receive income from other sources, particularly from working wives. Nevertheless, too many military families suffer financial hardship, some of whom are even forced to go on welfare in order to survive. We are now conducting a study to find out how many they are and to understand fully the causes of this deplorable situation. As long as this situation exists, we cannot claim to have attained our objective of according people the respect due the individual human personality.

The Defense Department has made substantial progress toward eliminating discrimination in housing available to military personnel. Yet housing conditions around some military bases make a mockery of the national goal announced 20 years ago of making it possible for every American family to have a decent home in a suitable environment. This problem is one of our highest priority concerns.

The Department of Defense does a lot to provide protection to the 10,000,000 consumers for whom it has a responsibility — servicemen and their dependents. We have just completed the task of strengthening the protection given to prevent bilking and defrauding of servicemen. We have within the past two weeks moved to upgrade our credit unions which enable servicemen of all ranks to borrow on favorable terms.

But, in this field too, we have outstanding problems. For example, we are now at work seeking to reduce the discriminatory premiums some automobile insurance companies are levying on servicemen.

I want to assure that officer and NCO Clubs throughout the world are run exclusively for the best interests of their members. Recent information that I have received and that we are developing indicates that this may not always have been the case. I intend to see that any past abuses are ended and that corrective action is taken wherever indicated.

I said earlier that you of the VFW can help us in our efforts to give deserved recognition and respect to those in military service. Many of the obstacles we face — some of which I have cited — arise from practices in the civilian sector and can be removed by action of private individuals and organizations. Your influence in your home community might be invaluable in rectifying such injustices. Some obstacles can be removed only by legislative action. Here, again, you can help.

President Nixon said in his commencement address at the Air Force Academy in June, "Every man in uniform is a citizen first and a serviceman second. We must resist any attempt to isolate the defenders from the defended."

In the last analysis the Department of Defense can succeed in making a military career rewarding and respected only if it has the cooperation of the general citizenry of the country. For, those in military service will be as proud of their profession as they should be only if their fellow citizens give them respect and gratitude.

They richly deserve this respect and gratitude. I know the great majority of our citizens accord it to them — but sometimes the voice of this majority becomes only a whisper. You can help to amplify that whisper so that it comes through loud and clear. This is the least any of us can do for those on whom we must rely to keep the peace and preserve our freedom and security.

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THIS PUBLICATION CONTAINS OFFICIAL INFORMATION, NEWS AND POLICY, DIRECT FROM WASHINGTON AUTHORIZED SOURCES.

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WELCOMING CEREMONIES — General John L. Throckmorton, USA, (right), Commander in Chief, U.S. Strike Command, holds welcoming ceremonies at MacDill AFB, Fla., for STRICOM's new Political Advisor, the Honorable David M. Bane (left), and Major General John N. Ewbank Jr. (USAF), new Director of Military Assistance, J-7.

48,000 Youngsters Employed By Defense During Summer

Secretary of Defense Melvin R. Laird announced Aug. 5 that the Department of Defense has employed more than 48,000 youngsters from the age of 16 to 21 so far this year in the Summer Employment Youth and Project VALUE programs. Of these, 39,000 are in disadvantaged categories.

Assistant Secretary of Defense for Manpower and Reserve Affairs Roger T. Kelley, who heads the Department of Defense Domestic Action Council, reported to Secretary Laird that the Summer Employment Youth Program is providing part and full time summer hire at most Defense installations within the United States. Seventy-five per cent of the youths hired under this program are in the disadvantaged category.

Assistant Secretary Kelley said that 3,600 youngsters have been employed in Project VALUE conducted under agreement between the Departments of Labor and Defense and the Civil Service Commission, to recruit, train and provide year-around employment for economically disadvantaged youth—primarily school dropouts from the urban ghettos — at Defense installations in 44 metropolitan areas around the nation.

The Department of Labor supplies the funds and resources under the Economic Opportunity Act to recruit, provide remedial education and pay the salaries of the enrollees during the nine-month training period. Upon completion of training and Civil Service qualification, they are employed in regular, entrance level, Civil Service positions as openings become available.

The Office of the Assistant Secretary of Defense for Manpower and Reserve Affairs coordinates Project VALUE in cooperation with the Military Departments and the Defense Supply Agency. One Department of Defense activity is assigned the responsibility for the program in each of the 44 areas in coordination with the local Department of Labor representative.

AF Wing in Spain To Get Phantoms

Newer type aircraft are scheduled for the U.S. 401st Tactical Fighter Wing in Spain "shortly after the first of the year."

The Defense Department said the Wing will convert from F-100 fighter aircraft to F-4E Phantom aircraft in a reorganization program that was announced some time ago, but deferred because of higher priorities in Southeast Asia.

The wing organization currently has four squadrons of 18 aircraft each, three of which are in Spain. On reorganization the wing will have three squadrons of 24 aircraft each, all in Spain.

The fourth squadron under the present organization now is in Southeast Asia and eventually will be inactivated, the DoD said.

The conversion is regarded as a normal replacement of old aircraft with new. It was emphasized that it was a military replacement move only and not a part of any diplomatic decisions on Spanish bases.

Although the Spanish base agreement has been extended, the Defense Department said it continues to regard these base rights as important both for U.S. national security and the North Atlantic Treaty Organization (NATO).

Defense Gives Approval For Submergence Vehicle

The Department of Defense has authorized the Navy to proceed with the design and construction of a prototype submergence vehicle which will allow search and oceanographic operations on the deep ocean floor.

The final design study for the Deep Submergence Search Vehicle was issued to Lockheed Missiles and Space Co. in a $500,000 letter contract by the Naval Ship Systems Command.

Actual construction work is scheduled to begin during Fiscal Year 1971, and the first vehicle is expected to become operational in the late 1970s.

NATO — The Successful Alliance: Gen. Lemnitzer

"We stand, with our allies, in Europe to defend all the vast territory of NATO nations to include that of the United States and Canada," General Lyman L. Lemnitzer told delegates to the 70th National Convention of the Veterans of Foreign Wars.

Speaking in Philadelphia, Aug. 18, the former Supreme Allied Commander, Europe, reviewed the history of the North Atlantic Treaty Organization.

On July 1, General Lemnitzer retired after more than 51 years of military service.

General Lemnitzer's speech was entitled, "NATO — The Successful Alliance." Following are excerpts from the speech given at the VFW Convention:

What sort of forces does NATO require to cope with the heightened threat which encompasses more combat-ready Soviet and satellite soldiers farther west in Europe than at any time since World War II?

To deter, or if need be, cope with a surprise attack some forces are required on-the-spot and in being.

Should the situation and time both require and permit, these on-the-spot forces in an emergency need to be bolstered by reinforcements from the member nations. The most recent example of this reinforcing capability was the air-movement of substantial U.S. Army and Air Force units to the Federal Republic of Germany earlier this year.

Finally, again with the total situation both requiring and permitting, national reserves are required and partial or total national mobilizations must be effected.

These then — on-the-spot forces, reinforcements from member nation's forces, and the activating of reserves and mobilized Servicemen — constitute, in sum, the military resources with which NATO needs to confront the impressive and massive forces of the Warsaw Pact — forces with an enormous military capability far beyond the requirements for self-defense.

The forces assigned to NATO require a constant and unremitting effort to assure the needed quantitative and qualitative improvements in the future. As we know, in this life nothing stands still. To remain in place is to go backward. The carefully drawn up blend of NATO nuclear and conventional forces are both needed to deter, or if need be, to defend successfully.

In a sense, NATO suffers from its outstanding success to date.

There have been in recent years wars in the Far East, the Middle East, Africa, and Latin America but not in the NATO area and no NATO territory has been lost to Communist aggression.

NATO Europe is free, prosperous, progressing and at peace.

I submit to you that this happy condition is not pre-ordained. It has been achieved by 20 years of intensive NATO effort and defensive vigilance.

In this country, the question has been asked — and again it is a fair one — why is it necessary for the United States to continue having military forces in Europe to defend countries increasingly able to provide for their own defense? My answer is that they are not there only to defend Europe but to defend the United States as well. The best place to defend the United States, Canada, Belgium and the other European countries is along the present Iron Curtain — as long as the Warsaw Pact insists on it being an Iron Curtain.

Twice during this century, Americans have had to fight in Europe when peace and order in Europe broke down.

We stand, with our allies, in Europe to defend all the vast territory of NATO nations to include that of the United States and Canada.

The American contribution to the Alliance — land, sea, and air — is critical and cannot, nor should not, be lightly set aside.

As is the case with our NATO allies, US NATO-committed forces operate in areas near their possible employment and enjoy the military posture that stems from an efficiently operating web of bases, communications, and air fields — the so-called infrastructure.

In previous wars fought by alliances in this century the need for such a military structure in being was amply demonstrated, but its construction had to be improvised after war had begun. This was done often barely in time to avert disaster, but in all cases at a tragically unnecessary cost of lives, property and other resources.

But in our great North Atlantic Alliance we already have — for the first time in history — the organizational structure with commanders and staffs functioning with up-to-date operational plans. We have national military units completely familiar with their defensive missions and located where they can carry out those missions on short notice. In other words, we have established a powerful integrated military structure ready for immediately responding to the defense requirements of the Alliance!

To dismantle such a successful structure with the fate of Czechoslovakia before us as the stark lesson as to the nature of our possible adversaries, would be to repay success with folly.

I urge the Veterans of Foreign Wars at this their 70th National Convention to continue their strong support of NATO — the North Atlantic Treaty Organization and the important United States commitment thereto. I urge you, particularly in your fine work with young people of our country to assist them in understanding and in being better informed on the objectives, the accomplishments and the importance of NATO in the future. There are, in our beloved land, millions of concerned young people born since World War II. To them perhaps the "cost" of NATO looms large, while its unqualified success is taken for granted. Let us do what we decently can to assure that these younger Americans more fully understand the centrally important role NATO plays in the lives of all of us.

It took two decades of vision, determination, and just plain sweat to forge "NATO — THE SUCCESSFUL ALLIANCE."

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